

Docket No. 6000-011-52



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**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE**

IN RE APPLICATION OF: Raymond F. Ratcliff, III  
(As amended)

ART UNIT: 2611

SERIAL NO: 09/750,530

EXAMINER: Jason P. Salce

FILING DATE: December 28, 2000

FOR: METHOD AND SYSTEM FOR PROVIDING A REWARD  
FOR PLAYING CONTENT RECEIVED OVER A DATA  
NETWORK

**REQUEST TO CHANGE INVENTORSHIP**

ASSISTANT COMMISSIONER FOR PATENTS  
PO BOX 1450  
ALEXANDRIA, VA 22313-1450

SIR:

Applicants hereby request the deletion of inventor Denis Khoo from the above-identified patent application under MPEP § 1.48(b). The prosecution of this application has resulted in the amendment of some claims and the cancellation of other claims so that Denis Khoo is no longer an inventor of the invention being claimed.

Deletion of Denis Khoo as an inventor is thus respectfully requested.

In accordance with requirements of MPEP § 1.48(b)(2), the required fee of \$130.00 under 35 U.S.C. 1.17(i) is enclosed herewith. Please charge any fees associated with this submission to Deposit Account No. 50-3266.

Respectfully submitted,

DLA PIPER RUDNICK GRAY CARY LLP

Dale Lazar

Registration No: 28,872

Lisa K. Norton

Registration No. 44,977

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DOCKET NO. 6000-011-52



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FOR: METHOD AND SYSTEM FOR PROVIDING A REWARD FOR PLAYING  
CONTENT RECEIVED OVER A DATA NETWORK

**SUPPLEMENTAL AMENDMENT**

Assistant Commissioner for Patents  
P.O. Box 1450  
Alexandria, VA 22313-1450

Sir:

Supplemental to the Amendment filed May 22, 2006, enclosed herein is the executed Declaration Under 37 CFR § 1.131 of inventor Raymond F. Ratcliff, III to be made of record in the instant application.

Please charge any fees associated with this submission to Deposit Account No. 50-3266.

Respectfully submitted,

DLA PIPER RUDNICK GRAY CARY US LLP

A handwritten signature in black ink, appearing to read "Dale S. Lazar", written over a horizontal line.

Dale S. Lazar

Registration No. 28,872

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DOCKET NO. 6000-011-52 (IND 105)

**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE**

IN RE APPLICATION OF: Raymond F. Ratcliff, III  
(As amended) ART UNIT: 2611

SERIAL NO.: 09/750,530 EXAMINER: Jason P. Salce

FILING DATE: December 28, 2000

FOR: METHOD AND SYSTEM FOR PROVIDING A REWARD FOR  
PLAYING CONTENT RECEIVED OVER A DATA NETWORK

**DECLARATION UNDER 37 CFR § 1.131**

ASSISTANT COMMISSIONER FOR PATENTS  
PO BOX 1450  
ALEXANDRIA, VA 22313-1450

SIR:

I, Raymond F. Ratcliff, III hereby declare and state as follows:

1. This declaration is submitted as evidence that the subject matter claimed in the above-identified application was reduced to practice by the present inventor prior to the prior art references as explained below. I note that on October 31, 2005, a prior 37 CFR § 1.131 declaration in this case was submitted. However, in light of the Examiner's objections to that declaration, and the elimination of some claims, that declaration and all statements therein are withdrawn, and this new declaration is submitted.

2. I am the person named as the inventor of the above-identified application. Note that Denis Khoo has been removed as an inventor due to some of the claims being cancelled.

3. I have reviewed the present claims 1, 9-12, 17-18, 22, 44-47, 71, 73-74, 76, 78, 80-85,

and 138-142 as set forth in the response dated May 22, 2006.

4. Prior to the filing dates of Candelore (U.S. Patent 6,057,872) (July 9, 1997), and Eldering (U.S. Patent 6,457,010) (Dec. 3, 1998), I reduced to practice the invention as claimed in at least Claims 1, 9-12, 17-18, 22, 44-47, 71, 73-74, 76, 78, 80-85, and 138-142, as noted with respect to Exhibits 1-6, which were all dated prior to July 9, 1997. Note that the dates have been redacted from these Exhibits.

5. Exhibit 1 attached hereto is a copy of a sketch, accompanied by a textual explanation, that illustrates the method for media distribution that is the subject of Application No. 09/750,530. Also attached is a typed version of the handwritten paper. The paper, as sketched and signed by me, was dated prior to July 9, 1997. For ease of reference, Exhibit 1 has been recently annotated to show support for various features made in the claims of Application No. 09/750,530. Titled the "New Paradigm", the drawing on the upper right corner of Exhibit 1 is an illustration of aspects of the claimed embodiments. Starting at the bottom of the sketch, working up:

A. Each home represents individuals in different households.

B. The cable company, satellite, and Internet/wireless entities are intermediaries - passing data between individual users and a central computer. First, the intermediaries receive personal profile data from each user and forward it to the server of the central computer. After the central computer processes the user's profile information and generates customized media content for each user, the central computer sends said customized media content back to the user via the intermediaries. Acting as clients of the central computer, the intermediaries receive said customized media content from the central computer and forward the media to the appropriate users.

C. The server of the central computer is represented in the middle of the sketch by the three-dimensional box labeled, "Individualized Scheduler Software & Server". The central computer

processes each user's personal profile and generates customized media content accordingly. As stressed in text below the sketch, customized media content means that users receive their own ads and their own content.

D. The customized media content, generated by the central computer and distributed to individual users, consists of both advertisements and content. As seen at the top of the sketch, the central computer draws upon an advertisement database and a content database.

6. Exhibits 2-5 attached hereto include confidential business plans, all from before July 9, 1997, that illustrate the invention that is the subject of Application No. 09/750,530. For ease of reference, the Exhibits have been recently annotated to show support for various features made in the claims of Application No. 09/750,530. Note that the Examiner indicated that Exhibit 5 of the October 31, 2005 declaration was insufficient evidence of a reduction to practice because it provided contradictory date information with respect to the July 9, 1997 critical date. I acknowledge that the wrong document was submitted as Exhibit 5. This document was submitted in error because the cover (which was redacted) was dated before July 9, 1997. I thus now submit another document as Exhibit 5, which is a business plan that was created before the critical date of July 9, 1997. I have double-checked this business plan to ensure that the entire document was created before the critical date of July 9, 1997.

7. A person of ordinary skill in the art would find support for the subject matter of the claims pending before the office in Exhibits 1 - 5, as indicated below. These exhibits show examples of support for a reduction to practice of the subject matter of the claims from before the critical date of July 9, 1997. The bold numbers in parenthesis refer to Tabs in Exhibits 1-5.

**Claim 1.** (Previously Presented) A method for providing a reward for receiving customized content having a video component to at least one viewer over a data network, comprising (4, 7, 12,

**22):**

transmitting the customized content over the data network to a reception device in accordance with a customized schedule based on information about the at least one viewer (4, 7, 13, 18, 23-28);

presenting, on the reception device, the customized content for a presentation period (4, 7, 18); and

providing a reward if the presenting of the customized content satisfies a predetermined condition associated with the reward (12, 21, 22, 30).

**Claim 9.** (Previously Presented) The method of Claim 1, wherein the transmitting of the customized content comprises:

requesting, by the reception device over the data network, the customized content from server (4, 7, 18, 21, 26, 27);

retrieving, by the server, the customized content requested (4, 7, 18); and

transmitting the customized content to the reception device through the data network (4, 7, 18).

**Claim 10.** (Previously Presented) The method of Claim 9, wherein the transmitting of the customized content further comprises:

transmitting, by the reception device, information regarding characteristics of the at least one viewer to the server (4, 7, 13, 14, 18, 23, 24) ; and

storing, by the server, the information regarding characteristics of the at least one viewer (4, 7, 12-14, 26-28).

**Claim 11.** (Previously Presented) The method of Claim 9, wherein the reception device requests the customized content based on demographic information of the at

least one viewer (4, 7, 12-14, 25-28).

**Claim 12.** (Previously Presented) The method of Claim 1, wherein the reception device includes an intelligent television or a digital device (4, 7, 12, 18).

**Claim 17.** (Previously Presented) The method of Claim 1, wherein the presenting of the customized content comprises:

presenting the customized content for a presentation period sufficient to receive at least a portion of the customized content (12, 14, 22).

**Claim 18.** (Previously Presented) The method of Claim 1, wherein the predetermined condition associated with the reward is defined to require that a presentation period exceed a predetermined threshold (12-14, 21).

**Claim 22.** (Previously Presented) The method of Claim 1, wherein the reward includes: a monetary award or a right for a reward recipient to enter into a contest (12, 21, 22).

**Claim 44.** (Previously Presented) A system for providing a reward for receiving customized content having a video component to a viewer over a data network, comprising (4, 7, 12, 22):

a reception device capable of receiving the customized content customized in accordance with a customized schedule based on information about the at least one viewer (4, 7, 13, 18, 23-28);

a server in communication with the reception device and capable of sending the customized content to the reception device (4, 7, 18); and

a reward engine in communication with the reception device and the server providing a reward based on the information about the at least one viewer if the presenting of the personalized content satisfies a predetermined condition associated with the reward. (4, 7, 12, 14, 21, 22, 30)

**Claim 45.** (Previously Presented) The system of Claim 44, wherein the reception device

requests the customized content, based on a viewing habit of the at least one viewer (26, 27, 33).

**Claim 46.** (Previously Presented) The system of Claim 44, wherein the reception device requests the customized content based on demographic information of the at least one viewer (12-14, 25-28).

**Claim 47.** (Previously Presented) The system of Claim 44, wherein the reception device comprises a playback device or a display device, which includes an intelligent television or a digital device (4, 7, 12, 18).

**Claim 71.** (Previously Presented) The method of Claim 1, wherein the customized content is transmitted to the reception device in response to information received requesting the customized content (4, 7, 18, 21, 25-28).

**Claim 73.** (Previously Presented) The method of Claim 1, wherein the reward is provided by a provider that transmits the customized content (12, 21, 29, 30).

**Claim 74.** (Previously Presented) The method of Claim 1, wherein the reward is provided to the at least one viewer associated with the reception device that presents the customized content (12, 27, 30).

**Claim 76.** (Previously Presented) The system of Claim 44, wherein the predetermined condition associated with the reward is defined to require that a presentation period exceed a predetermined threshold (12, 14, 22).

**Claim 78.** (Previously Presented) The method of Claim 1, wherein the predetermined condition associated with the reward is defined based on demographic information of a recipient associated with the reception device (12-14, 25-28).

**Claim 80.** (Previously Presented) The method of Claim 1, wherein the reception device requests the customized content based on a viewing habit of the at least one viewer associated with



the reception device. (26, 27, 33)

**Claim 81.** (Previously Presented) The system of Claim 44, wherein the reward includes: a monetary award or a right for a reward recipient to enter into a contest. (12, 21, 22)

**Claim 82.** (Previously Presented) The system of Claim 44, wherein the customized content is transmitted to the reception device in response to information received requesting the customized content. (4, 7, 18, 21, 26, 27)

**Claim 83.** (Previously Presented) The system of Claim 44, wherein the reward is provided by a provider that transmits the customized content. (12, 21, 29, 30)

**Claim 84.** (Previously Presented) The system of Claim 44, wherein the reward is provided to the at least one viewer associated with the reception device that presents the customized content. (12, 22, 30)

**Claim 85.** (Previously Presented) The system of Claim 44, wherein the predetermined condition associated with the reward is defined based on demographic-information of a recipient associated with the reception device. (12-14, 25-28)

**Claim 138.** (Previously Presented) The method of Claim 1, wherein the customized content includes customized advertising (4, 7, 13, 25-28).

**Claim 139.** (Previously Presented) A method for providing a reward for receiving customized content having a video component to at least one viewer over a data network, comprising: (4, 7, 12, 22)

transmitting the customized content over the data network to a reception device in accordance with a customized schedule based on information about the at least one viewer; (4, 7, 13, 18, 23-28)

presenting, on the reception device, the customized content for a presentation period; and (4,

7, 18)

providing a reward if the presenting of the customized content satisfies a predetermined condition associated with the reward; (12, 22)

wherein the reward comprises entering the viewer into a contest. (12, 22)

**Claim 140.** (Previously Presented) The method of Claim 139, wherein the contest is targeted to the at least one viewer based on information about the at least one viewer. (12, 22)

**Claim 141.** (Previously Presented) The method of Claim 139, wherein the contest is a sweepstakes, and the at least one viewer is entered into the sweepstakes upon each instance that the customized content is displayed on the reception device. (12, 22)

**Claim 142.** (Previously Presented) The method of Claim 139, wherein a report can be generated including information identifying the at least one winning viewer and the reward or rewards received. (35, 37)

8. Exhibit 6 also shows a reduction to practice from before the critical date of July 9, 1997. Exhibit 6 illustrates rudimentary software for the system. The rudimentary software included a client portion and a server portion. The client portion and server portion were set up as separate programs because they were designed to operate over a network. The server code existed on the same physical machine as the client code, although their location was only for convenience for the purpose of running a demonstration. A person of skill in the art could take the client portion and the server portion and run them over a network, as I intended the software to run. I am a very experienced software engineer and manager (see resume in Exhibit 7) and I developed the client and server software myself.

A. The client portion was used to generate the screen shots shown in Exhibit 5. Although I have not been able to find code from the client software, the screen shots in Exhibit 5 (e.g., Tabs

5D-5K) are a result of the developed client code. Tab 5H shows the selection of individualized content based on viewer preferences. Tab 5F demonstrates the collection of a personal profile from the user. Tab 5G confirms that the client portion and server portion were adapted to interact over a network such as the Internet. Tab 5J demonstrates the collection of user preferences. In addition, Tabs 5L-5N of Exhibit 5 demonstrate system diagrams upon which the rudimentary software was based.

B. Exhibit 6 is the code for the server portion of the rudimentary software. This code was meant to be run on an ERWIN program. The ERWIN program was a visual program with diagrams and tables, but because the ERWIN program is very dated, it is very difficult to obtain to illustrate a better print-out of this data. Exhibit 6 thus represents the ERWIN data, as printed using QuickView Plus, and thus is difficult to understand. However, the server elements of the business plan of Exhibit 5 can be recognized in the ERWIN code. For example, Tab 31 of Exhibit 5 discusses various tables that are in the server application, including an ad table (with fields such as id, name, time, size, prize id, etc.), a content table (with fields such as id, name, time, size, etc.), a user table (with fields such as id, full name, address, demographic data, preferences data, client cache size, etc.), and a prize table (with fields such as id, name, giveaway time, users eligible to win and entries, etc.). The data fields for these tables can be recognized in the ERWIN code set forth in Exhibit 6. For example, on pages 1-8 of Exhibit 6, ERWIN is stated numerous times, as well as parent/child terminology. This references the basic relational object format of the ERWIN code, where a parent/child relationship exists in the tables. For example, a parent table could be a basic table, whereas a child table could be the ad table, the content table, the user table or the prize table. Then, on the last line of page 8 of Exhibit 6, a "blob" is referenced. A "blob" is an acronym for a Binary Large Object, and is a database field that holds a large amount of digitized information, including

text, images, audio or video. In the ERWIN data of Exhibit 6, the blob is a data type indicating that the data following the word "blob" is not general format data, but rather is data specific to a particular user. The blob data for this particular program corresponds to the set of tables described on Tab 31 of Exhibit 5. For example, on page 11 of Exhibit 6, the fields of the content table are set forth, which include the content name and the content id. The first several lines of page 12, as well as pages 29-72 list entries in the ad table, which include the ad id and the ad name. The last several lines of page 12, as well as pages 13-38 list entries of the user table, which include the user id, the user name, address, and demographic information (e.g., zip code, gender, income, etc). Pages 13-38 also list entries of the rewards table, which includes user id and user name. Note that the above references are merely examples of where the table information can be found in the code, and that references to the tables is found throughout the code.

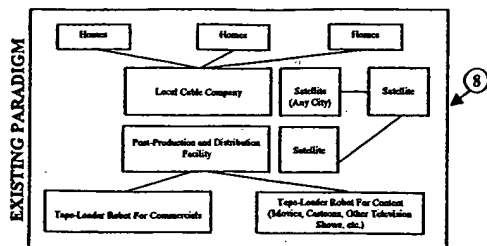
9. I hereby declare that all statements made of my own knowledge are true and that all statements made on information and belief are believed to be true; and further that these statements were made with the knowledge that willful false statements and the like so made are punishable by fine or imprisonment, or both, under Section 1001 of Title 18 of the U.S. code and that such willful false statements may jeopardize the validity of the application and any patent issued thereon.

  
\_\_\_\_\_  
Raymond F. Ratcliff, III

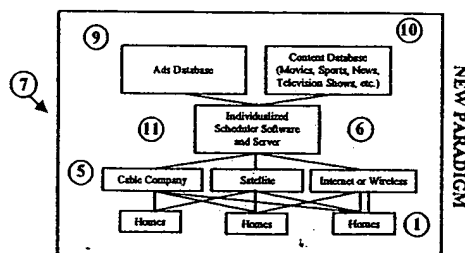
## SHIFTING OF DISTRIBUTION PARADIGM

### POST PRODUCTION FACILITY TOUR

Toured offsite facility used for post-production and distribution to cable companies and noticed many opportunities for efficiency redesign.



Teams of users work together to load in VCR tapes for ads and content. Both are loaded in predetermined sequence and same schedule is sent to each home via satellite to local cable companies.



A much improved paradigm here includes a totally new method for distribution that is *individualized* rather than broadcast. First, all content should be digitized instead of using VCR tapes. Second, with intelligent distribution software, viewers can retrieve their own ads or their own content. Third, ads will be sold for viewers instead of for particular shows. Because distribution methods are now one-to-one, the digital media can use the burgeoning "Internet". This individualization is inevitable – and no longer will the user be forced to watch a pre-canned schedule of ads and content.

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*Future Business Processes and Their Integration with the  
Object-Oriented Architecture on Project Scarlett  
High Level Design Proposal  
Trey Ratcliff      REDACTED*

**Intended Audience**

Andersen Consulting Project Management and Senior Partners responsible for garnering subsequent projects for the firm.

**Existing Project Overview**

The existing project plan for Project Scarlett at Turner Broadcasting calls for an improvement to existing business practices. The improvements are evolutionary in terms of inventory management, advertising sales, demographic analysis, and scheduling of content on the various Turner Networks.

**Technical Architecture**

Although the existing application suite is proposed to save Turner Broadcasting over \$40 million a year, there is much room for extensibility. The existing application architecture has been designed in such a way to allow for future extensibility, thereby allowing many future scenarios not yet contemplated to have room for implementation. My work with the architecture team has been to ensure that the existing planned applications can be further extended to meet future changes.

**Future Objects**

While the existing planned project is satisfactory to meet the needs of today, it is my personal educated judgment that this application will be fleeting, as the current broadcasting model itself will be undergoing serious changes in the next 10 years. Much of the existing architecture and databases can be reused in the objects laid out below, although integration may take between 18 and 24 months because of the fundamental change.

**Paradigm Shift**

The future of broadcasting is indeed not broadcasting but narrowcasting. Each viewer should be able to choose their own content or have advertising sent directly to them, rather than seeing the same thing as every other person. Naturally, this will require a means of transmission not yet practically possible, but I believe that equipment and transmission lines (possibly wireless) will make the means of physical to-the-curb distribution trivial. Just as Moore's Law dictates the doubling of speed of microprocessors every 1.5 years, the means and speeds of data transmission will increase in direct proportion.

### **Objects**

The following objects can have business rules applied to them and need to be further refined by consulting process teams for a full analysis, however they will inevitably be part of the broad (narrow) casting landscape.

#### **Demographic Object**

Demographics are currently stored in a database relational manner that coordinates "viewers" to TV shows. Rather than relating a person to a show, the next evolution will involve a viewer being related to their TV, and not the show. In this manner, viewers become abstracted from being tied to a show or a commercial which may not relate to them.

#### **Viewer Object**

A viewer will have many properties different from the way viewers are currently defined. The current object system is Content-based, rather than Viewer-based. The viewer will have his own personal demographics and/or preferences which may or may not have overlap with the content they choose to watch. The viewer will have a schedule that is entirely personalized, enabling a number of methods to be used to allow individualized programming.

#### **Ad Object**

Advertisements themselves are already their own objects in the existing paradigm, but many of their



methods involve interaction with a particular piece of content. Ad Objects should be related to individual viewers to whom the advertisement should be targeted.

#### **Camera Object**

Each television will likely have its own camera, enabling each individual to become their own broadcaster. The camera object can be manipulated by the viewer to interact with other viewer objects as needed. The most basic application would naturally be a video phone system that uses the existing broadcast architecture.

#### **Accounting Object**

Advertising sales will change dramatically as advertisers stop buying space on shows and start buying time from individual viewers. Advertising sales can either be done over the phone, as currently exists, or over some type of client/server system.

#### **Statistics Object**

Two-way transmission of data will enable instant tracking of what content or advertising viewers are watching. This would involve integration and communication of all the objects. The statistics object can also update the viewer objects as necessary to update more detailed data on viewing habits, which in turn affects advertising sales.

#### **E-Money Object**

As all processes become automated, the accounting process will become automated as well. This will include automatic transfer and wired funds integrated into the client/server architecture.

#### **Content Object**

Just as the advertisement is not tied to the content, neither is the content tied to the advertisement. Both are independent objects that allow the viewer object to associate with either the content or the advertisement. It is a one-to many relationship from

the viewers standpoint, rather than the opposite system which exists today.

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#### **INTERNET Communications Object**

The burgeoning INTERNET will no doubt have an impact on the business of broadcasting, despite what the naysayers currently predict. If not in narrow casting transmission, then it will have a significant impact on backend server systems which will most likely communicate over this open network rather than leased private fiber. The INTERNET will also likely be used in the advertising sales process. Although it may seem superfluous, time spent building an INTERNET translation layer for the architecture will be valuable in the future.

#### **Object-Oriented Database Comm Object**

As the future involves OO design and programming technologies, there should be another object created to deal with oo databases, an important wave of the future. It is best to hedge bets with new technology so that future programmers will have the ability to more easily access data seamlessly. The current dependence on relational databases will render large amounts of code unusable.

#### **More Information**

This has been a high-level design document, and further details are available upon request. Please contact Trey Ratcliff on the Turner Project in the tech arch area for more info.

of commercials and content, which also of course affects the online sales procedure. New objects would of course need to be created for the business rules to handle the personalized delivery of commercials based on demographics and content based on preferences.

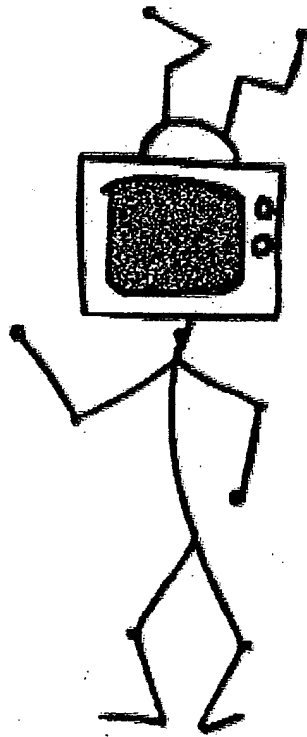
As one object exists to communicate with other objects, the next step in the evolution of television is not only the individualization of commercials and content, based on heuristic-scored algorithms, but also the sales process. The sales process would move to an online medium, and this

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method will most probably be on the INTERNET, the TCP/IP based system that will undoubtedly be the most popular form of communication and business transactions, despite what the technology naysayers are currently pronouncing. No matter the method of communication, the object oriented system can be integrated as needed.

Future personalized content, advertising, online sales, and all other related objects could more easily be integrated with the oo technical architecture developed here at the Scarlett Project.



individual  
network  
inc

**Description of Reward TV  
A module of Castaway**

Individual Network

*STRICTLY CONFIDENTIAL*

**REDACTED**

## Description

Advertising will always be a driver in capitalist society, so it is impossible to envision a future of television that does not include advertising of some sort.

In the near future (5-10 years), people will probably be able to "get out of" most advertising, so they will either need to be "forced" to watch it (via product placement) or they will need to have incentives.

This speaks to the incentive program, where people can get rewards for watching TV commercials.

Each time a viewer sees an advertisement, they get another "chance" to win a prize, either from that advertiser or from the broadcaster. The viewer can see, if they wish, the number of entries they have to win, past winnings, etc.

This paradigm is an analog to a "rolling sweepstakes", where the user can continually be entering sweepstakes after sweepstakes, just by watching ads!

## Advertisement and Prizes (Online sweepstakes)

Advertisements on Castaway will be the primary source of revenue for Individual Network. Advertisements are full screen, and highly animated. All advertisements will have a link to the company's web site or to the exact product being advertised.

## How it Works

For every advertisement, there will be an associated prize. The viewers' chance of winning these prizes will increase incrementally with each display of the ad. There will be no required involvement from the user. In other words, for every advertisement displayed on a particular user's computer, that user will gain an additional entry towards the drawing of the associated prize, without any intervention on their part. Winners will be automatically notified of their winning via email. Upon verification and acceptance, the winners will be shipped the prize at no cost whatsoever. In summary, all viewers are automatically eligible to win prizes, and the more viewers run Castaway, the better their chances of winning. This is the first implementation of users having an incentive to watch advertisements.

Example of advertisement/prize combination:

- |  |  |
|--|--|
| ➤ <i>Advertisement:</i> United Airlines  | <i>Prize:</i> 100,000 frequent flyer miles |
| ➤ <i>Advertisement:</i> SprintPCS        | <i>Prize:</i> SprintPCS Phone              |
| ➤ <i>Advertisement:</i> Princess Cruises | <i>Prize:</i> Alaskan Cruise for two       |

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Our incentive program is the foundation for the success of our product. Never before have advertisement viewers had an active incentive for watching commercials. The concept is simple, although it sounds trite at first glance. The more advertisements you see, the more likely you are to win.

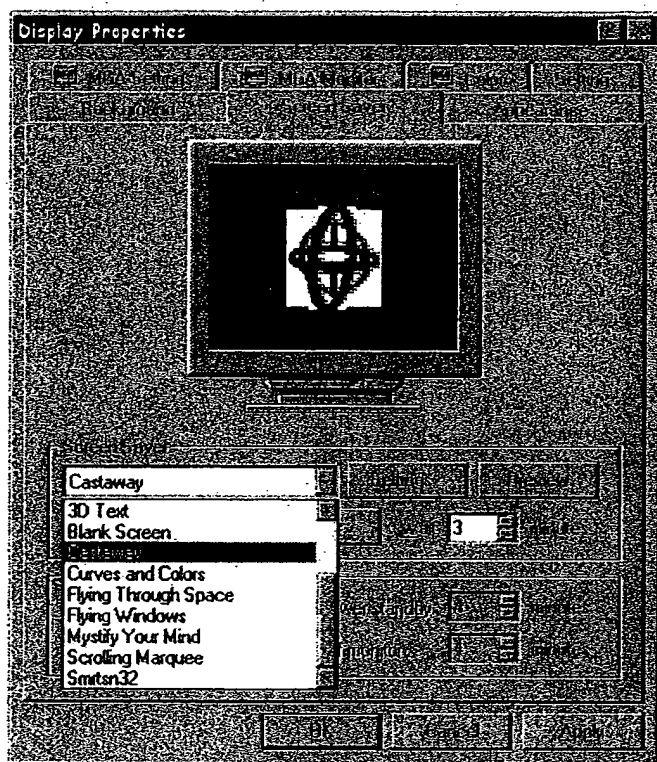


Figure - Using the same paradigm on your computer via a screensaver

Remember that when the user first installs the software, the user must supply his/her name and address. By doing so, they have supplied us with their shipping address for any prizes they may win. When prizes are awarded, an email is sent to the winner, and the prize is automatically sent to their home.

Depending on the number of advertisements, we will be able to have more prizes available. Most likely, we will have live drawings at noon everyday. These drawings, of course, will be all handled automatically with our Symbiosis engine. Once Castaway grows in popularity, we will be able to have many prizes every hour. It will be a non-stop sweepstakes where every viewer can win automatically, with no intervention on their part. As the number of advertisers increase, so will the number of prizes. We could potentially give away hundreds of prizes per day, with users tuning in all over the nation to see the live updates of whether or not they won.

Let's take another scenario for example. Dagny, an Castaway user, may see an advertisement for American Airlines. The associated prize may be "100,000 AAdvantage miles," which is also shown on the screen down in the ticker area. Also in the ticker area, Dagny sees that she currently has 37 entries to win that prize, meaning she has now seen that advertisement 37 different times. While the commercial is running, she reads the tickers below. They say things like:

- "5 awards of 100,000 AAdvantage miles will be given away at 2 PM PST on Tuesday, March 4th."
- "Dagny, you have 37 entries to win this prize. The average person has 28 chances, making you 27% more likely than the average person to win this prize."
- "Yesterday, our lucky American Airlines winners were Hank Reardon, John Galt, Ellis Wyatt..."
- "New prize coming next week -- an American Airlines trip for two to Rome, Italy!"

REDACTED

Overall Design 3-10-1997, etc

### An Individual Network

This high level design document has been put together to collect all the experience and innovations created during my time at CNN/Turner over the past few years.

The key to the future, in my estimation, is designing an infrastructure that allows for individualization of both content and advertising. Inherent in this architecture will be ancilliary activities that feed into this process. Because this invention heralds in a new business model on a meta level, there are ripples that have major affects on how many businesses will interface with this new media paradigm.

The system will keep track of who is watching which screens at what time. This will take place via a logon, either automatic or manual. After logon, the viewer's personal profile will be identified and a personalized schedule of content will be built. Similarly, an advertising schedule will be built for that individual that is completely customized. How these two schedules go about being built is different, but, of course, it is all transparent to the user.

The content schedule is built based on a profile. The profile is based on demographics, previous viewing habits, viewer input, and other parameters. A matching service is used to match up all available content to the viewer's profile. A ranked list is returned based on whatever scoring heuristics are used by the matching service. This personalized schedule is shown to the user. The user can then manipulate the schedule however they want. They may even choose to pay a fee to not watch commercials.

The advertising schedule is built in a similar way, except it is more advertiser driven. The advertisers are shown all the "viewers" at an anonymous level. They can "buy" time out of their lives. Each second of the viewer's lives is priced on a pure supply/demand model. Once viewers have their time sold, they become more saturated and their advertising price goes up. When that user logs on next, the ads that have been sold to them (or people like them) show up in their advertising schedule.

The individualized content schedule and the individualized ad schedule are then pulled together into one schedule, all of which is transparent to the user.

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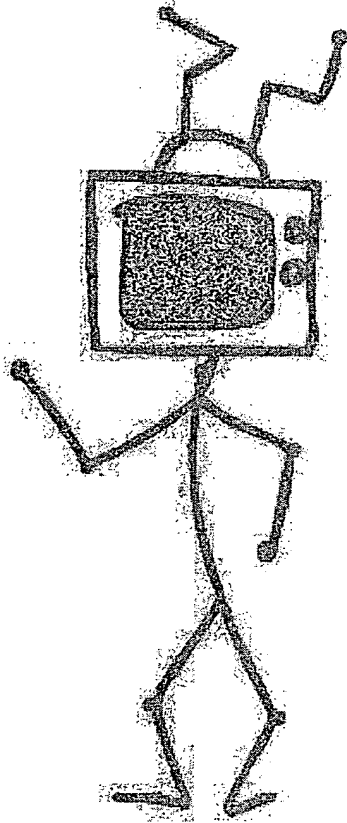
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individual  
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## **Business Plan**

Individual Network, Inc.

*STRICTLY CONFIDENTIAL*

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# 1.0 Executive Summary

## 1.1 Objective

We at Individual Network, Inc. are building the engine that will turn the gears of internet broadcasting.

Our flagship product, *Castaway*, brings a myriad of fresh entertainment and advertising/sweepstakes to the user's desktop while in screen-saver mode. We keep confidential demographic information on each user, so we can target advertisements to individual people via our one-to-one marketing paradigm. Each advertisement has an associated "prize." Every time a user sees an advertisement, they are automatically given another "entry" to win that prize. Each user is continually apprised of the number of entries they have for the prize, and it is automatically sent to their home when they win.

During the initial release of *Castaway*, the user can select from different genres of content that would appeal to people who like comics and cartoons, movie buffs, sports fans, and investors who enjoy watching their stocks. The full-screen animated content and advertisements use Flash technology, which allows large and lively animations to be presented using very little bandwidth. And of course, *Castaway* is a free product.

### ~ ~ ~ DREAM SEQUENCE ~ ~ ~

You sit in your office, behind your computer thinking about how to best prepare for your presentation tomorrow. Your computer sits idle while you think, and normally enough, the screen saver comes on. However, what's not normal is the screen saver's content. As you continue to think about your presentation, today's Dilbert comic appears on your screen. Unlike Dilbert on print, this Dilbert is fully animated and much more lively. In today's episode, Dilbert once again mocks his manager's technical intelligence. You watch and can't help but snicker. Looking at the stock ticker down below, you see that your 3Com stock just went up 2 points! This puts a big smile on your face, until you see on the sports ticker that the Razorbacks are ahead by 10 points in the 3rd quarter. Immediately following Dilbert is a comic from *The Far Side*. You love *The Far Side*! (Of course you do, otherwise you wouldn't have selected for it to be shown.) Today's *Far Side* is also fully animated and even funnier than yesterday's. This time, you can help but crack up laughing. (You will be telling your co-workers and friends about *The Far Side* comic you just saw, and unknowingly, encouraging others to use *Castaway*.) Following *The Far Side* are several other comics along with an occasional movie preview. You enjoy these comics one after another, and suddenly... what's this, an advertisement?

The most interesting feature of our product is our unique approach to advertising. Those versed in innovative marketing techniques are familiar with the concept of *one-to-one marketing*. Our product's implementation of one-to-one marketing means we know everything (all demographic information), about the user, so we can show them advertisements that have been especially

tailored for them. Our engine also does a number of other unique things, but these are described in detail later in our business plan.

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Essentially, we perform the same service as other broadcast entities, such as NBC or ESPN, except we enable true one-to-one marketing.

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### **DREAM SEQUENCE**

You see that the advertisement is for American Airlines and you are seeing ski pictures from Vail float across your screen. It looks like the prize for this advertisement is 100,000 frequent flyer miles. You wonder how many chances you have to win that prize, then down in the corner you notice that you have 9 entries to win that prize. It looks like the prize drawing will be tomorrow at noon. Shoot! You have a meeting then.

The next afternoon you get an email from Individual Network saying that you won the prize and it will be delivered straight to your home in two weeks. I guess watching this commercial 9 times paid off after all! You make a note to yourself that it might be worthwhile to keep your screensaver active so that you have more chances to win prizes in the future.

In a few years from now, there will be no difference between the internet and broadcast television. We will build the engine that powers the nexus.

## **1.2 Mission**

To be the leader in internet broadcast technology.

### 1.3 Keys to Success

- We must quickly go to market with this unique product, while internet broadcasting is still in its fledgling stage.
- We must make people aware of our unique engine that automatically keeps track of how exactly many advertisements are shown, the demographics to which those advertisements are shown, and the seamless integration of prize giveaways. This engine will be very attractive to other broadcast entities that will also be entering the internet broadcast arenas.

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## **2.0 Company Description**

The engine behind Individual Network, Inc. first originated several years ago when one of the principals worked with Turner Broadcasting. The first implementation of this vision will be via Castaway, described herein.

## 3.0 Products and Services

Castaway is the flagship product of Individual Network, and will probably be the only product throughout the next few years. Castaway's ease-of-use, modular design, and user customizable features will allow the product to be geared "toward the masses." It is our expectation that Castaway will revolutionize online broadcasting through its introduction of a new advertising paradigm and computer-based entertainment media.

### 3.1 Product and Service Description

Castaway is essentially a dynamic screen saver that provides entertaining content, informative tickers, and our patent pending mix of advertisement and prizes (ongoing online sweepstakes). Fresh data is delivered to the screen saver several times a day. The screen saver is similar to today's television media in many ways; while activated, Castaway is audible and provides full-screen animation. Castaway merely provides a very simple, yet effective interface, to display content. Such a nonrestrictive and powerful interface will allow for a virtually unlimited variety of content; content can thus be geared toward any users demand, much like television today.

#### 3.1.1 "Symbiosis" Engine

Castaway runs on the *Symbiosis* engine. "Symbiosis" is our code name for the underlying software which makes our application work. Essentially, the symbiosis engine integrates an open-ended content display mechanism with an advertising server.

The engine itself is spread across two fronts. Without getting overly technical here, our product is comprised of two separate systems – the client and the server. The client runs on the user's computer and is capable of displaying several media types (such as pictures, sound, and animation). The client system receives all of its data from the server system via the internet. The server system sends the content and advertisements to the users computer. It is also responsible for keeping track of what advertisement is sent to a user, keeping track of the current prize database, and logging several other pieces of useful information.

Typically, information will be transferred to the user's computer before it is displayed, so there is never any "wait" time. The *Symbiosis* engine will display old content, while fresh new content is downloaded to the client's system. In the case where the user has absolutely no old content saved on his/her system and runs Castaway, the *Symbiosis* engine will be able to stream the new content to the user's machine.

The *Symbiosis* engine has several value added features for advertisements:

- Tracks the number of impressions per advertisement by user
- Tracks the number of clicks (when the user clicks on a link to find out more)
- Records gender, age, marital status, income, etc. (all of the demographic details) about the user who saw the advertisement

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- Allows for easy generation of reports for the advertisers (Reports will be immediately available online for advertisers to view real-time statistics) } 37

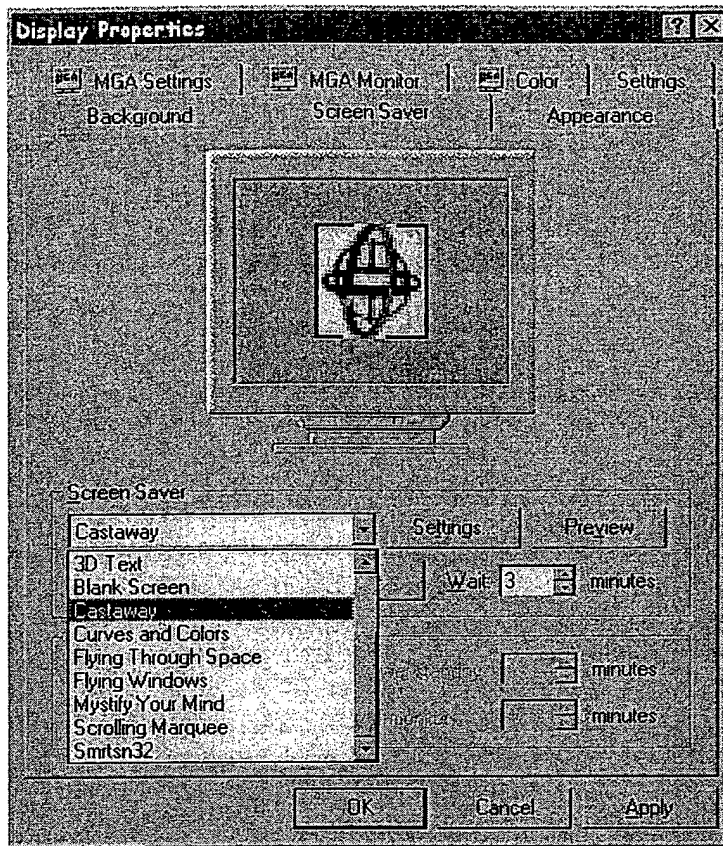
Consider how people currently seek out entertainment on television. They may have several different channels they like to watch, so they are constantly switching around from one program to another on different channels. Because television is one-way communication, there is no way that a viewer can customize what they see. Castaway, on the other hand, is a “personal broadcast network,” meaning that users can select exactly what programs they wish to see.

Once this engine is built, it will be very attractive to other broadcast entities that wish to broadcast over the internet. Because of this, the Symbiosis engine has been designed so that another broadcast company could utilize it to broadcast their own content and plug in their advertisements. Having such a modular engine would allow for possible licensing scenarios in the future.

### 3.1.2 Interface

There are two main components to Castaway – the “dynamic content” and the “tickers.” The “dynamic content” component makes up the core of Castaway. In this component, all animated advertisements and user selected content is displayed.

The “Options” window can also be reached using Windows Control Panel by selecting “Display” and clicking on the “Screen Saver” tab. Having Castaway selected as the default screen saver, a click on the “Settings” button will bring open the “Options” window.



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### 3.1.3 Advertisement and Prizes (Online sweepstakes)

Advertisements on Castaway will be the primary source of revenue for Individual Network. Advertisements are full screen, and highly animated. All advertisements will have a link to the company's web site or to the exact product being advertised.

#### 3.1.3.1 How it Works

For every advertisement, there will be an associated prize. The viewers' chance of winning these prizes will increase incrementally with each display of the ad. There will be no required involvement from the user. In other words, for every advertisement displayed on a particular user's computer, that user will gain an additional entry towards the drawing of the associated prize, without any intervention on their part. Winners will be automatically notified of their winning via email. Upon verification and acceptance, the winners will be shipped the prize at no cost whatsoever. In summary, all viewers are automatically eligible to win prizes, and the more viewers run Castaway, the better their chances of winning. This is the first implementation of users having an incentive to watch advertisements.

Our incentive program is the foundation for the success of our product. Never before have advertisement viewers had an active incentive for watching commercials. The concept is simple, although it sounds trite at first glance. The more advertisements you see, the more likely you are to win.

Remember that when the user first installs the software, the user must supply his/her name and address. By doing so, they have supplied us with their shipping address for any prizes they may win. When prizes are awarded, an email is sent to the winner, and the prize is automatically sent to their home.

Depending on the number of advertisements, we will be able to have more prizes available. Most likely, we will have live drawings at noon everyday. These drawings, of course, will be all handled automatically with our Symbiosis engine. Once Castaway grows in popularity, we will be able to have many prizes every hour. It will be a non-stop sweepstakes where every viewer can win automatically, with no intervention on their part. As the number of advertisers increase, so will the number of prizes. We could potentially give away hundreds of prizes per day, with users tuning in all over the nation to see the live updates of whether or not they won.

### **3.1.4 Informative Tickers**

There will be the option of displaying two informative tickers. These tickers will be located at the bottom of the screen. There will be enough room for two tickers, the bottom row ticker and the top row ticker. These tickers will scroll from right to left by default at a predefined speed; the scrolling direction and speed can be controlled by clicking and dragging on the ticker. In the initial release, the user will have the option of selecting two tickers from a list of two. The two optional tickers are the "Stock Quote Ticker" and the "Sports Score Ticker." The third ticker, known as the "Prize Ticker," is not optional and is displayed only during ads. More information on each of these tickers follow.

**Stock Quote Ticker:** The user will be able to display fifteen minute delayed stock quotes via this ticker. Users will be able to select up to 100 quotes to display, and quotes can be automatically updated every 15 minutes, independently – the entire Castaway content package need not be updated. The ability of the "Stock Quote Ticker" to update independently makes it unique within the entire Castaway package. Individual Network will be able to obtain fifteen minute delayed quote from several different sources at a very low rate. It is likely that Quote.com will be Individual Network's stock quote provider. The "Stock Quote Ticker," if selected, will always be displayed as the bottom row ticker.

**Sports Score Ticker:** This ticker will allow the user to display the latest sport scores. The specific sports will be defined by the user. The "Sports Score Ticker" will be displayed as the top row ticker if there is currently no first row ticker selected. Otherwise, it will be displayed as the bottom row ticker.

**Prize Ticker:** The last available ticker is rather unique within the industry and is made possible through the association of prizes with all of Castaway's advertisements. During the display of an

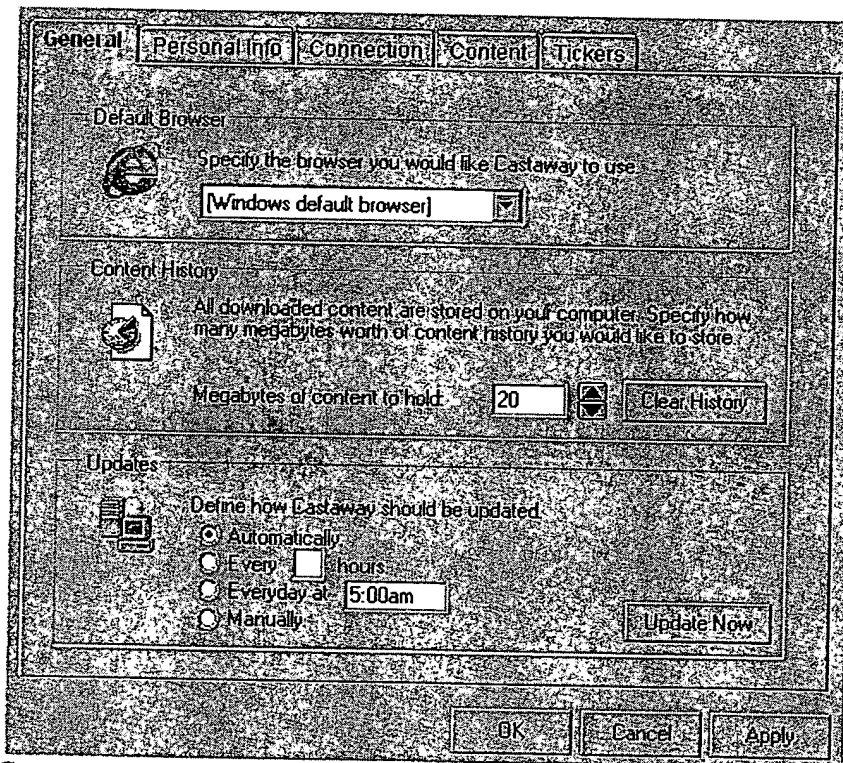
ad, the "Prize Ticker" will provide informative information on the specific viewer's opportunity of winning the ad's associated prize. This information includes: the prize, the quantity of the prize available for winning, the date and time when the prize will be awarded, and most importantly, the number of entries the current viewer has toward the drawing of the prize.

During an ad, the "Prize Ticker" will be displayed as the top-most ticker. If there are currently no tickers selected for display, the "Prize Ticker" will automatically be displayed as the bottom row ticker.

### 3.1.5 User Customizable Features

Castaway users are able to broadly specify what content they are interested in viewing. Based on these specifications, content and advertisements are "pushed" onto user desktops. This is the ideal situation for a screen saver paradigm, because the user will automatically get fresh content everyday. While in screen saver mode, users are not interested in constantly specifying what content to display. Castaway is no doubt one product where push technology will be warmly welcomed. In most cases, a whole day's worth of content and advertisements will be sent to the client between 3 AM and 4 AM everyday when internet traffic is at a minimum.

To summarize exactly what users may customize, below are screenshots and descriptions of the "Options" window that has been in development over the previous years.



Within the *General* tab, the user can set which web browser will be used by Castaway when required. The browser will generally be launched when the user clicks on an advertisement. This

will lead the user to the advertiser's web page or to a particular page where they may purchase the product being advertised.

The user may also decide how much content history should be stored on his/her computer. The amount of content history is defined in megabytes, and can be adjusted in increments of one. Here, the user may also "Clear History" which will force remove all content history. This can also be automatically done by the client-side Castaway engine.

General Personal Info Connection Content Tickers

Home Information

FirstName: [text box] Male: ☐

LastName: [text box]

Address1: [text box] State: [text box]

Address2: [text box] Zip Code: [text box]

City: [text box]

Phone Number: [text box]

Email Address: [text box]

Business Information

Company Name: [text box]

Title: [text box]

Address1: [text box]

Address2: [text box]

City: [text box] State: [text box]

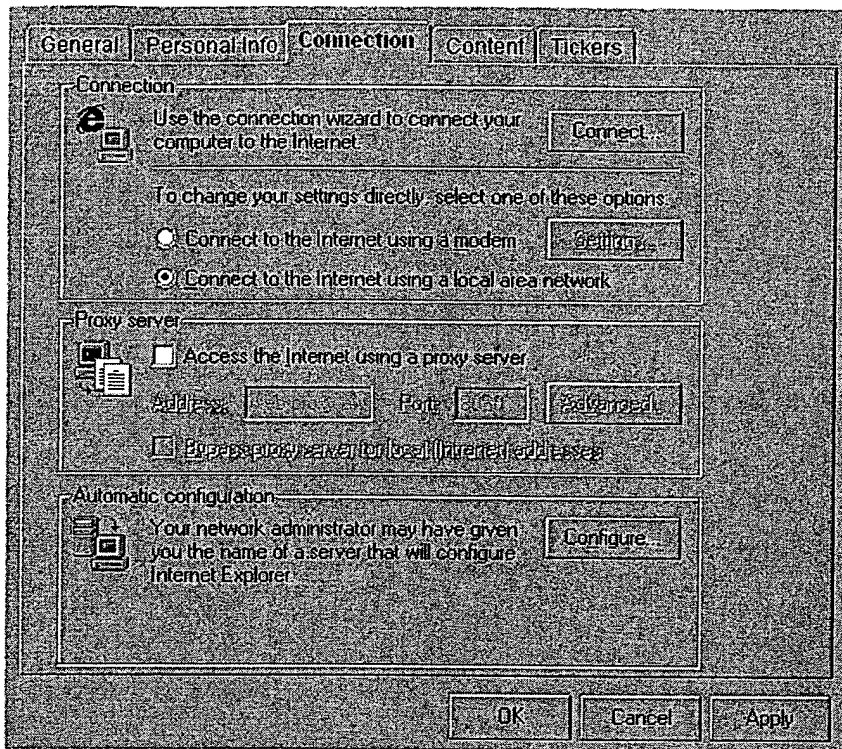
Phone Number: [text box] Zip Code: [text box]

OK Cancel Apply

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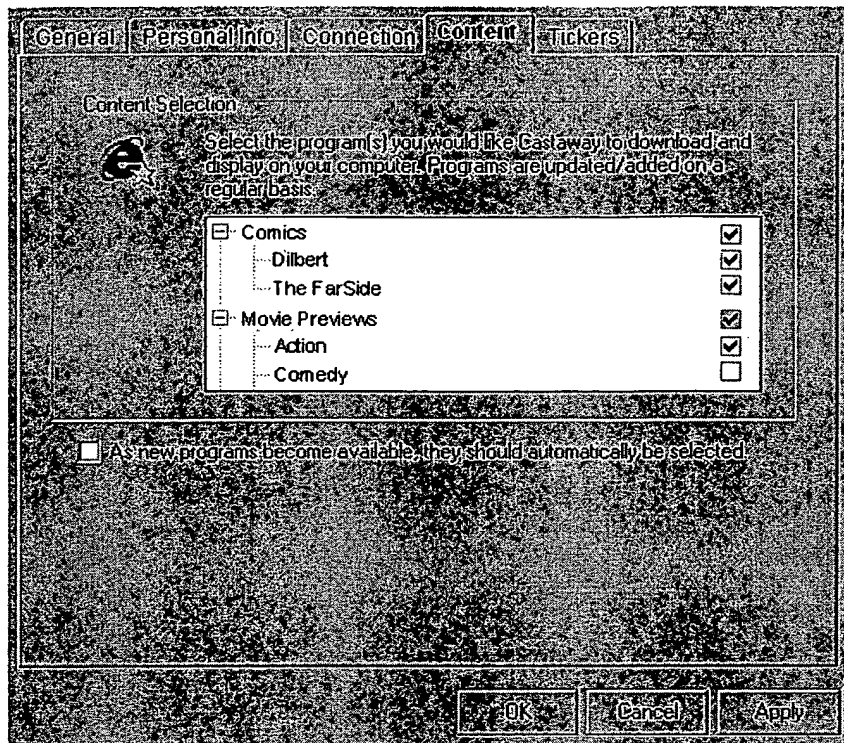
Within this tab, the user enters all personal information. This includes both home and business information. The home information is required (though not all fields are required), and the business information is completely optional. Home information is so we can send the winner's prize to their home. This information will not be distributed, and will be kept internal to Individual Network in order to protect the user.



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The purpose of the Connection tab is so Castaway can figure out the type of internet connection the user has. Most of this will be automatically configured during installation, but the user may always change the specifics at any given time.



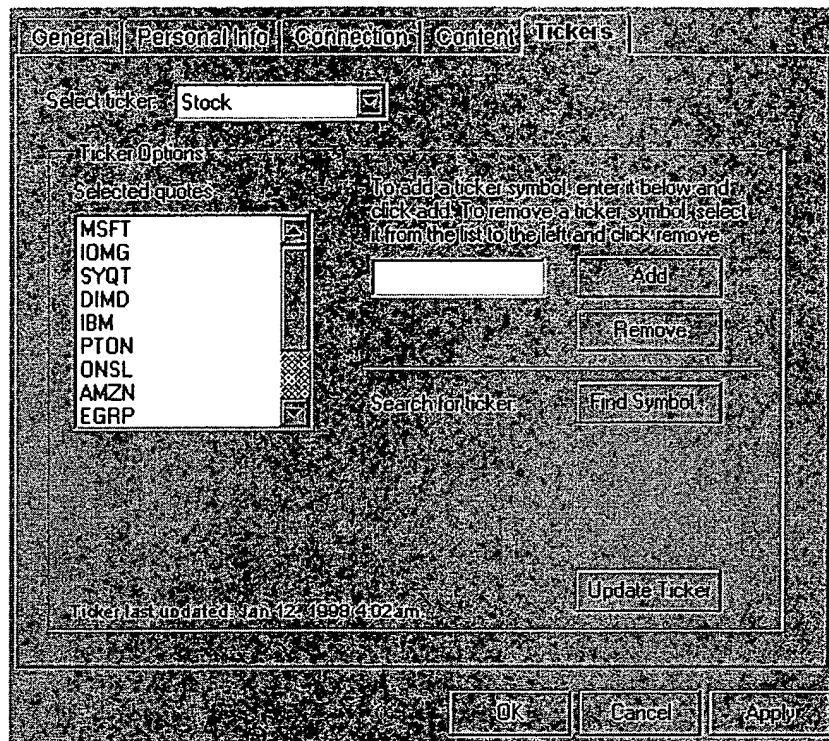
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Within the Content tab, the user chooses which programs should be downloaded the displayed in Castaway. Navigating through the hierarchy of channel and programs can be done through a familiar "Explorer" like interface. If the user would like all programs within a channel selected, he/she may checkbox the channel, thus automatically selecting all programs within that channel. If not all programs within a channel are selected, the channel will show a gray checkbox with a checkmark. If no programs within a channel is selected, the channel will show an white checkbox without a checkmark.

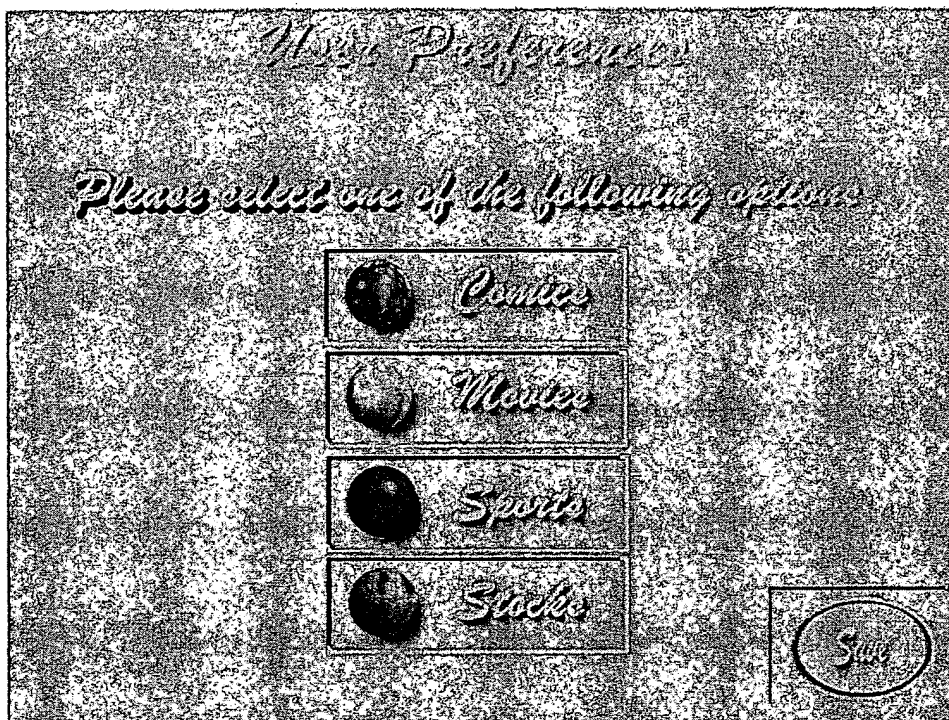
Below the program selection is the option to automatically select new programs as they become available. This will be checked by default, meaning all new programs added to Castaway will automatically be downloaded and displayed on the user's system.





In this tab, the user first selects the exact ticker to modify. In the above example, the user has selected the "Stock" ticker. The user now has the options to include or exclude information from the ticker. In this particular case, the user can add stock quotes, or remove them from the list. The user is also given the option to search for a ticker symbol if required. On the bottom left is the date and time when the ticker was last updated. Finally, the user may force update the ticker by clicking on "Update Ticker."





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This Integrated Program Selection screen allows the user to choose which programs are to be displayed. Basically, this provides the same functionality as the Content tab within the Options window. The advantage here is the interface, which will run in full-screen, just like another Castaway content.

### 3.2 Future Products and Services

Castaway has been designed with the future in mind. Modularity and dynamically updateable features are some of Castaway's key concepts. Updateable features include, content, tickers, ads, channels, and programs.

Castaway's *channels* and *programs* will continually be refined and updated. In the future, as Castaway gains more popularity, and there is more demand for content, a broader set of channels will become available to viewers. A potentially new set of channels include "News," "Artistic," "Nature/Science," and "Cultural/Religious." More channels can be added (and removed) depending on the viewers' demand.

The artistic *channel* contains extremely unique content that viewers will probably not find anywhere else. These include photo portfolios, animated poetry, and any other creative artsy creations. Example *programs* for this *channel* include "Poetry," "Photography," and "Graphics."

Nature and science will contain informative tidbits which parallels the television networks "The Discovery Channel" and "Animal Planet." There will be thematic content such as "Did you

know...?" and "Have you even wondered...?" Similar to the news category, Individual Network, Inc. will be able to outsource the content displayed within this category to a third party media vendor such as "The Discovery Channel," and in return, they will gain a hyperlink to their web site. Example *programs* for this *channel* include "Did you know...?", "Animals" (may contain *sub-programs*), "Wings," and "Space."

The cultural/religious *channel* will be targeted towards several niche markets. Some samples of the cultural/religious category include, African-American history, Asian-American history, American history, biblical quotations, biblical stories, Hinduism, Christianity, etc. Example *programs* for this *channel* include "Christianity," "Hinduism," "African-American," and "Asian-American."

We can also take further advantage of our knowledge about the user. For example, we know what city they live in, and we know what time of the year it is. This would be ideal for a "Gardening" channel. This channel could tell users what plants or flowers should be planted in their area for that particular time of the year. We could also tie it into the weather forecast to warn users to protect their plants from an impending freeze. Once again, we cannot over emphasize the new doors that are opened up because of the two-way communication that is taking place. "Interactive Television" is often an abused term. It does not have to mean that the user is a constantly clicking on the screen. It means, in our case, that the "television" knows all about the user, and can enhance the viewing experience.

"Edu-tainment" will be an extremely popular *channel* among the young. The concept of "edu-tainment" is not new, but can now be fully exploited through Castaway. This category will be aimed towards the family. The educational content will be broken down into age group, and further collapsed into subject. An example of this break down is as follows:

<b>Age Group 2-7</b>
Alphabet
Numbers
<b>Age Group 8-13</b>
General Mathematics
World History
<b>Age Group 14-18</b>
SAT Level Mathematics
SAT Verbal
Algebra
Geometry
Calculus
Chemistry

The above table can be used as *programs* and *subprograms* within the "Edu-tainment" *channel*.

Of course, these other "channels" are only examples of new content we could implement in the future. Some of these smaller target markets would be attractive to certain advertisers. Once we start to add more channels, we will be able to target the advertisements to more defined groups of people. For example, if we have advertisements for a revolutionary kind of peat moss, we would only show them to users who are watching the "Gardening" channel.



## 4.0 Target Markets

Being a broadcast company, our target market is huge and diverse. The particular content we offer has target audiences, but our product as a whole does not.

During initial rollout of our product, we will have five distinct genres of content. Therefore, we will be targeting five distinct markets. Most importantly, our product is entertainment-based, meaning all of the target markets fall under the realm of "entertaining content," rather than news or educational programming.

### 4.1 Sweepstakes / Prize hunters

The most unique feature of our product is the "prize factor." There is a certain segment of the population who enjoys "winning" prizes. These people typically play lotto, gamble, sign up for freebies, play bingo, or enter contests where prizes are awarded. They vary in age and income levels, although the upper income levels are generally less interested in winning prizes.

Our engine makes entering "sweepstakes" easier than ever. Once the user installs the software and enters his or her name and address, no more filling out of entry sheets or forms is required. Their one time entry of personal information makes them candidates for thousands of prizes per year, with new ones being given away everyday. Castaway will also appeal to people who like to win prizes, but are too busy or lazy to fill out "contest information." After the program is installed, we will have all the information required to award the prizes.

The prize incentive will take off once people accept the idea that "Hey, the longer I leave on my screen saver, the more chances I have to win!" We know that not everyone is interested in winning free prizes, but the ability is there nevertheless. Most importantly, this is the first time that viewers have ever had a direct incentive to watch commercials.

### 4.2 Comics / Cartoon fans

The next target market includes those people who enjoy reading comics and cartoons. The Web Magazine recently wrote, "Comics and the Internet are lost media siblings on the verge of rediscovering one another once and for all." We will provide a steady stream of new comics and cartoons to the user's computer every day over the internet. Our engine offers animated content, which is not offered by any of our competitors

### 4.3 Sports fans

Castaway features a sports score ticker along the bottom of the screen that will be constantly updated with sports scores. We will offer NFL, NBA, NHL, MLB, NCAA Football, and NCAA Basketball. People who enjoy having live updates or short recaps will enjoy this feature. This will appeal to mainly males from the 20's to 40's.

## **4.4 Stock watchers**

Investors enjoy seeing live stock updates. With our engine, they can enter up to 100 of their favorite stocks or mutual funds to track. The current prices will be displayed along the bottom of the screen in the ticker. The stock ticker, along with the sports ticker will continue to run even while the advertisements are being shown.

## **5.0 Strategy and Implementation**

### **5.1 Marketing Strategy**

Our marketing strategy is simply to emphasize our strengths and uniqueness over our competitors. In the world of internet development, promoting your product as unique becomes important.

Ideal partnerships would include advertisers, advertising companies, or internet portals. The direction we go is entirely dependant upon the relationships already established by the officers of the company. The company is currently seeking an experienced CEO who might be able to bring these relationships and strategic partnerships to the table.

#### **5.1.1 Public Relations Strategy**

Publicizing a product to the media is key. Media provides third party endorsement of our product, and is a key source of information for the consumer. We would only use a public relations firm when in need of a press release and press kits. Contact with a freelance public relations professional would take place three months prior to the release of the product, so that an exact strategy can be planned for the week of release.

#### **5.1.2 Advertising Strategy**

Please note that this section refers to the advertising that Individual Network will be doing so people know about our product. The promotion of Castaway is essential to its success.

An advertising firm would be utilized to create a campaign for the company. We would hire a large advertising firm to help us establish a full blown advertising campaign. We would target magazines and the internet as our main mediums of advertising, but we would leave the specifics to the advertising agency. The nature of our company makes this an interesting effort. Since we are, in essence, a company which promotes advertising, and we are hiring an advertising company to advertise our advertising medium, it establishes a dynamic relationship. I know that sounds confusing, but it turns out to be a mutually beneficial relationship. Most likely, down the road, these same major advertising agencies will be contacting us to run their advertisements. So, a good relationship with upper management is key. The better they come to understand the unique nature of our company, the more likely they will be to promote us as an advertising alternative to the companies they normally deal with.

In fact, as an aside, it is not unlikely that these advertising firms would like to do the exact same thing we are doing. Advertising agencies do not own television stations or radio stations to disseminate their ads, so they must pay other media channels to run the advertisements. If they had a division within the agency to disseminate these advertisements through the internet (a comparatively low-cost solution), they surely would. Because our overhead is so low compared

to these other media outlets, we can offer significantly cheaper prices to run the advertisements. There is more on this idea in the next section.

## 5.2 Sales Strategy

Our sales strategy is simple. We can sell our advertising space for less than any other medium, while reaching comparable audience numbers and demographics.

This section discusses the numerous unique advantages that Castaway can offer to advertisers. Besides the cost savings advantage, we offer one-to-one marketing, perfect delivery, full screen animated advertisements, and a chance to give away samples of their product.

Before delving into each of these areas, we should discuss the nature of advertising. Companies pay to have their advertisement seen by a certain number of people. When an advertisement is seen by one person it is called an "impression." Many advertising contracts are based on "impressions." They read very much like, "McDonalds will pay you \$700,000 if you can guarantee this advertisement gets 1 million impressions." The contracts, are of course, more complicated, but that is the crux of it.

### 5.2.1 Low Overhead

*It costs our company less to get one impression than any other medium, because of our low overhead. We can pass this savings along to the companies who wish to advertise with us.* Advertisers would reach the exact same types and number of people they desire at a significantly cheaper price.

Advertisers who wish to buy an advertisement on Castaway will be able to go to a special, secure e-commerce section of our web site. There, advertisers will have a "shopping cart" paradigm where they can buy advertising. Different quantities of demographics will be the product that they can place in their cart. For example, Del Frisco Steakhouse may want to buy an advertisement with Castaway, so they would come to our website and go to a special secure area. After they log in with their secure ID and password, they would be presented with an empty shopping cart and several "products" to choose from. They choose to put 30,000 men from the ages 40-55 who live in Dallas into their shopping cart. That product costs \$4500. Then they choose to add to their cart 10,000 women who are married, live in Dallas, and who have an income greater than \$50,000. That product is expensive, and will cost Del Frisco's Steakhouse \$7000. Now that they have filled their shopping cart with all the products they want, they place their 75K advertisement into a special section of the order form, then checkout. The advertisement will then be automatically distributed to all of the clients via the Symbiosis engine.

This shopping cart paradigm should be able to fulfill 90% of the advertisement orders we receive. We will still, of course, have advertising salesman to handle the "big" accounts like American Airlines, Home Depot, and other advertisers who have special needs.

Will advertisers like to use this innovative style of buying advertising? They may be a little reluctant at first, but we will offer significant discounts if they order online. Also, advertisers will see how cheap our rates are because they don't have to go through an unnecessary middle-man.

### **5.2.2 One-to-one Marketing**

No other broadcast entities have the ability to do one-to-one marketing. Advertisers will be able to visit our web site and see exact kind of demographics they would like to reach. We can make a very compelling case to advertise with us.

For example, Pennzoil (or the ad agency representing Pennzoil) could come to our web site and see the power our delivery mechanism. They could see that we have 230,000 men between the ages of 35 and 50 who drive sports cars. Well this is exactly the kind of people that Pennzoil wants to reach. They will also see that they can reach these people at a price much cheaper than our competitors. Plus, they know that the advertisement will only be seen by people who fit this demographic.

One of the strengths of our Symbiosis engine is its precise logging ability. Symbiosis can log all of the pertinent data that in which advertisers are interested. We can see exactly how many advertisements have been shown for any given time period. Please note that this is not an "estimate" as with Nielsen ratings, but an exact figure. These statistics are continually updated on private web pages that advertisers can visit at any time. The *Symbiosis* engine dynamically builds these ad-hoc reports whenever they are requested. Each advertiser would have their own special section of our web site where they could come view live ratings data.

### **5.2.3 Perfect Delivery**

We deliver exactly what we promise – something no other broadcast entity can guarantee. If an advertiser wants their advertisement to be seen by 34,000 teenage boys, then we will deliver exactly that. We will not overdeliver or underdeliver. Once the 34,000<sup>th</sup> impression has been made, all of those advertisements will no longer be shown.

### **5.2.4 Full-Screen Advertisements**

No other internet broadcasting company offers full screen advertisements. Most internet advertisements are small banners that sit on the top of web pages. Our advertisements differ from these in many ways:

**Animation:** Banner advertisements are sometime use the animated GIF format, which is inferior to the Flash technology we are using. The GIF animations are usually very choppy and short. The entire animation might only last 5 seconds or so, then repeat. Our advertisements, on the other hand, animate continuously in new ways for the full 30 second commercial.

**Full Screen:** Banners only occupy a small section of the web page. Once the user scrolls down, they disappear. Ours advertisements are full screen and impossible to ignore.



**Click-through:** Statistics show that people only click on banners around 2% of the time. Our advertisements will assuredly have a higher click-through percentage.

## **6.0 Operations**

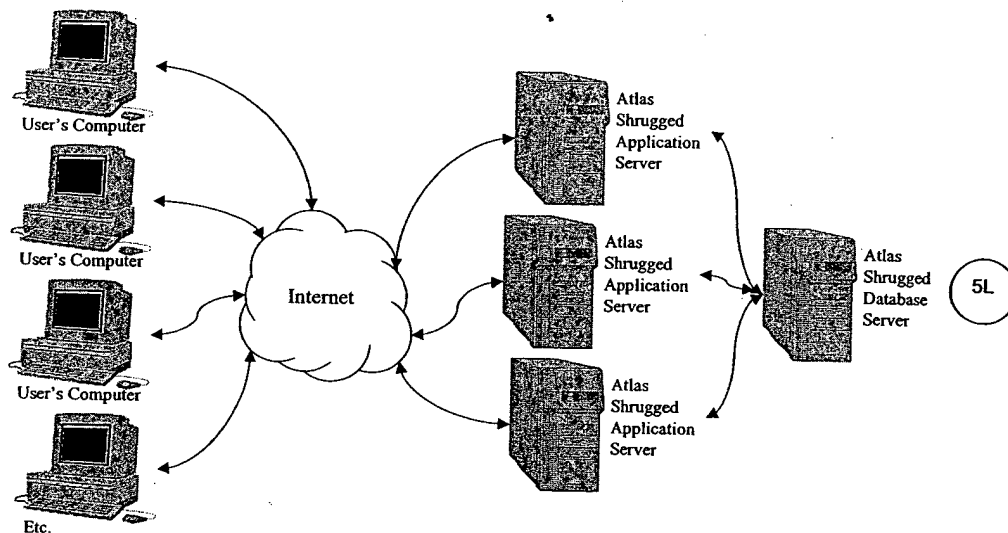
The operations section discusses the development approach and a few of the technical intricacies involved. We currently have an even more detailed design specification, but it has not been fully described in this business plan. Therefore, this section will only discuss the high-level design activities.

### **6.1 Implementation Schedule**

We plan on utilizing the Rational Unified Process for all software development. We (the founders) of the company have used this methodology on several other projects and have seen its effectiveness. The methodology assumes an iterative development cycle to assure the final product is the result of a rigorous design stage. Project planning and implementation is a fairly basic process to the employees of Individual Network. Please refer to the resume section at the back of the business plan to read about previous implementation projects that are similar in nature. Basically, the development of the Castaway software will be a “piece of cake” because of the caliber and previous experience of our development team.

### **6.2 Client/Server Model**

The highest priority in the design of the Symbiosis engine speed. Essentially, during execution, bits of data travel from the database, through the application server, through hubs and routers, through the web server, through the firewall, over the internet, into the client engine, then it is displayed on the screen. Because there are so many pieces of the architecture, the optimal way to design is to find the bottleneck in the system, then reverse engineer the architecture from that standpoint.



In all of today's internet applications, the bottleneck is in the client internet connection. The best way to circumvent this bottleneck is to minimize net traffic and packet size. The ideal solution to solve the bottleneck problem is, of course, to make faster connectivity hardware, but that is beyond our control. Consequently, the design of the system will not be focussed on a "thin client," or a "fat client." The optimal client size will minimize the amount and frequency of data that travels through the internet.

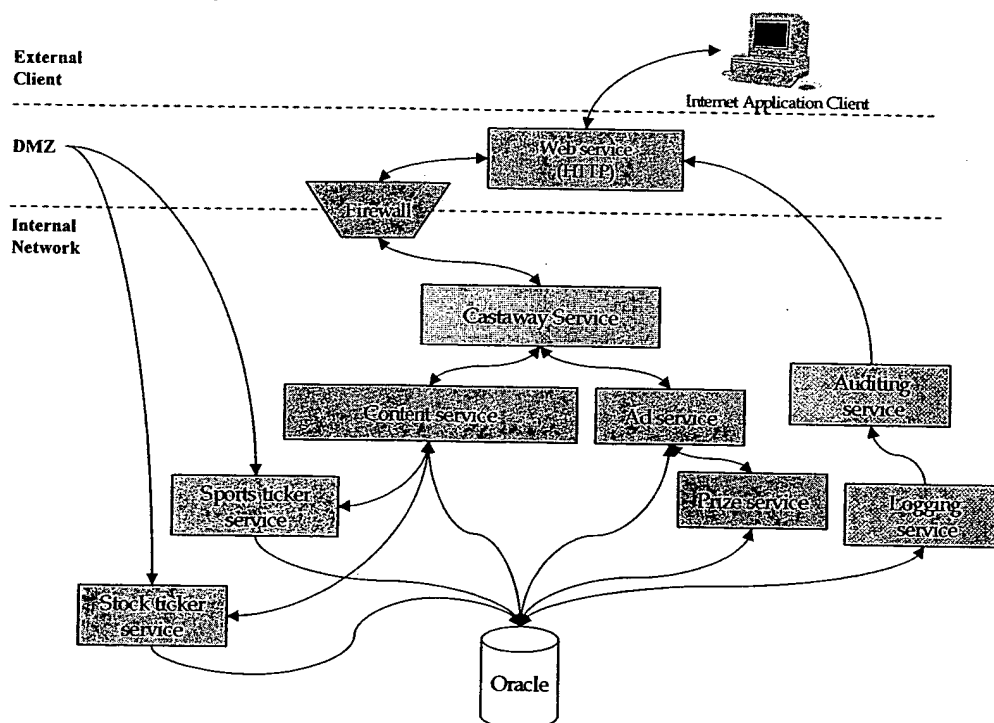
The design is also forward-thinking enough to realize that this bottleneck will no longer be a problem in 2 to 3 years, once consumers increase the speed of their internet connections. Fortunately, our design will still be equally valid because the goal of any internet application should be to minimize network traffic.

### 6.3 Technical Architecture

The Castaway technical architecture closely resembles that of other large-scale internet applications. Basically, we have a number of database servers connecting to a number of application servers, all of which connect to a fractional T-1 pipe. A majority of our architecture is focused on the server, because that is where we have the most control.

### 6.4 Application Architecture

Just as with the technical architecture, and majority of the application architecture sits on the server side. The following figure illustrates the various application pieces and how they interact with one another.



The design of the server-side application architecture revolves around getting data from and to the database. Therefore, this first section will explore the relational database model. Naturally, this is a simplistic view of the database, but the database model is comparably less complex than that of most client server applications.

- **Ad table** – contains the following data about an ad: id, name, time, size, prize id
- **Content table** – contains the following data about an ad: id, name, time, size
- **User table** – contains the following data about a user: id, full name, address, demographic data, preferences data, client cache size
- **Prize table** – contains the following data about the prize: id, name, giveaway time, users eligible to win and entries.

The advertising and content manager will be the most code-intensive portion of the architecture. As is the case with all of the managers in the application architecture, they all act on a number of prioritized rules:

**IF the client makes a server request THEN**  
     **IF the client just watched an ad THEN**  
         queue an update the prize table **HIGH PRIORITY**  
         queue an update to the ad table **LOW PRIORITY**  
**IF the client just watched a piece of content THEN**

queue an update to the content table LOW PRIORITY

IF the client wants new content delivered THEN

queue a retrieve preference information HIGH PRIORITY

queue a retrieve for new content based on preferences HIGH PRIORITY

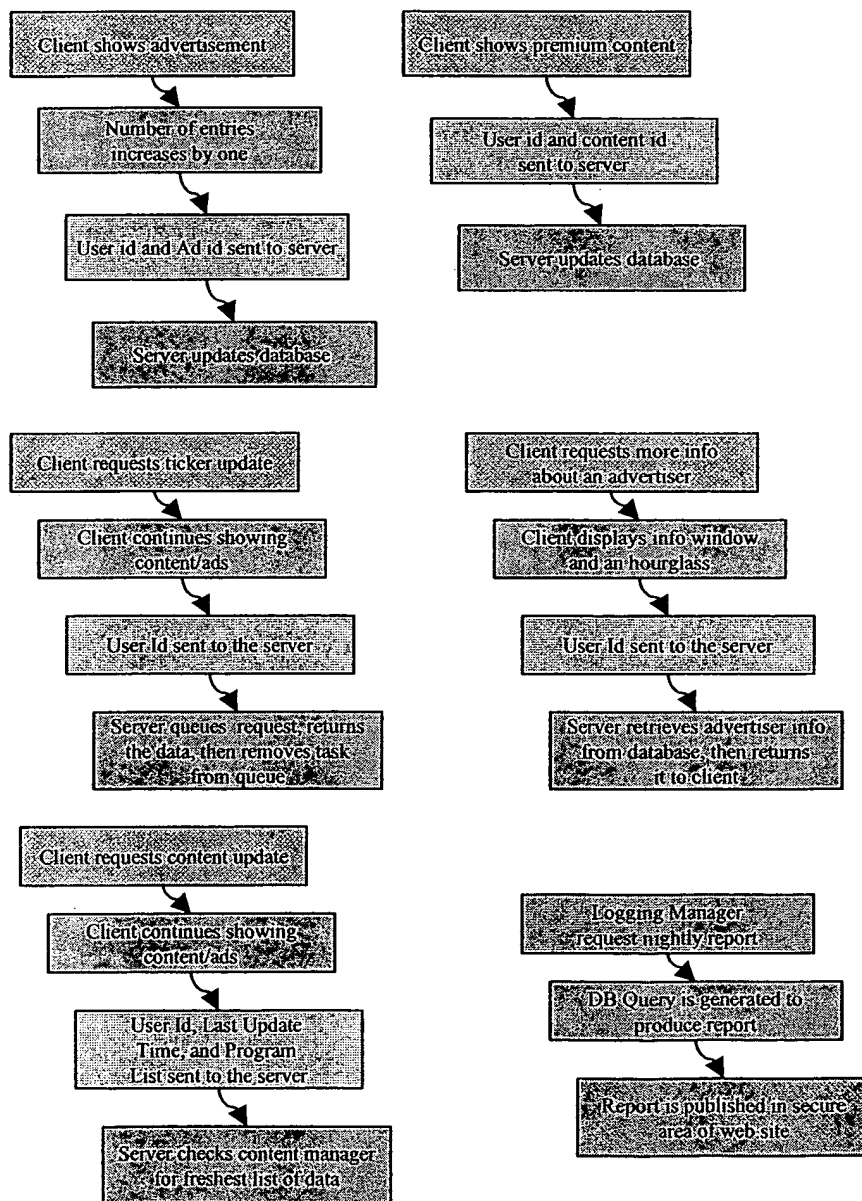
queue an update to user table for new info LOW PRIORITY

IF the client wants new tickers delivered THEN

queue a retrieve ticker preference information HIGH PRIORITY

queue a retrieve for new ticker content based on preferences HIGH PRIORITY

queue an update to user table for new info LOW PRIORITY



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The advertising and content manager receives top priority for CPU utilization and database access. Other managers will be invoked at semi-regular intervals, when CPU utilization and total database concurrent users is at a minimum. For example, logging and auditing are effectively batch processes which can occur at any time of the day. By having internal histogram analysis tools, these batch processes can be run at non-peak times.

Because we are following a strict object-oriented design methodology, each of the manager objects will be dynamically instantiated as needed at runtime. We have a certain amount of Castaway-specific logic which must be custom coded, however we will be able to easily incorporate third party DLLs into our application. For example, there are already several third-party reporting architectures which can be easily plugged into our system. We do not plan on creating custom code for solutions that already exist in the marketplace, as it is always more time/cost effective to purchase the solution.

## **7.0 Management Summary**

Our management philosophy is based on responsibility and mutual respect. People who work at Individual Network will be in the ideal environment for creativity and achievement.

### **7.1 Organizational Structure**

The team will have 14 employees under 2 equal partners who act as president and vice president. The company will be ultimately headed by an experience CEO who is currently being sought.

### **7.2 Management Team**

Trey Ratcliff, Managing Partner: Mr. Ratcliff has an extensive experience in internet consulting. His background includes several years as part of the Global Internet group within Andersen Consulting. His most notable project included a two year term at CNN where he built a advertisement scheduling software for CNN, TNT, TBS, and other Turner networks in Atlanta. He has since implemented several e-commerce sites on the internet for the communications and health care industry. Mr. Ratcliff has experience in building distributed object-oriented application architectures and in advanced. He graduated from Southern Methodist University with a bachelors in Computer Science, and minors in Math and Public Relations. The full resume is attached at the end.

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StringEmpty 000000Set To Null0null 000000Set To Zero00 000000
Template Name"
Template Code
Template TypeTemplate CSX Id"00PARENT UPDATE RESTRICT" /* ERwin BuiltIn %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT UPDATE RESTRICT */
if
/* %%JoinPKPK(:%%Old,:%%New," <> "," or ") */
%JoinPKPK(:%Old,:%New," <> "," or ")
then
select count(*) into numrows
from %Child
where
/* %%JoinFKPK(%Child,:%%Old," = "," and") */
%JoinFKPK(%Child,:%Old," = "," and");
if (numrows > 0)
then
raise_application_error(
-20005,
'Cannot UPDATE "%Parent" because "%Child" exists.'
);
end if;
end if;
0' 000000PARENT UPDATE CASCADEA /* ERwin BuiltIn %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT UPDATE CASCADE */
if
/* %%JoinPKPK(:%%Old,:%%New," <> "," or ") */
%JoinPKPK(:%Old,:%New," <> "," or ")
then
update %Child
set
/* %%JoinFKPK(%Child,:%%New," = ","") */
%JoinFKPK(%Child,:%New," = ","");
where
/* %%JoinFKPK(%Child,:%%Old," = "," and") */
%JoinFKPK(%Child,:%Old," = "," and");
end if;
0' 000000PARENT UPDATE SET NULL0 /* %Parent %VerbPhrase %Child ON PARENT
UPDATE SET NULL */
if
/* %%JoinPKPK(:%%Old,:%%New," <> "," or " */
%JoinPKPK(:%Old,:%New," <> "," or ")
then
update %Child
set
/* %%SetFK(%Child,NULL) */
%SetFK(%Child,NULL)
where
/* %%JoinFKPK(%Child,:%%Old," = ","") */
%JoinFKPK(%Child,:%Old," = ","");
end if;
0' 000000PARENT DELETE RESTRICT0 /* ERwin BuiltIn %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT DELETE RESTRICT */
select count(*) into numrows
from %Child
where

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/* %%JoinFKPK(%Child,:%Old,"="," and") */
%JoinFKPK(%Child,:%Old,"="," and");
if (numrows > 0)
then
raise_application_error(
-20001,
'Cannot DELETE "%Parent" because "%Child" exists.'
);
end if;
□' □□□□□PARENT DELETE CASCADE□ /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT DELETE CASCADE */
delete from %Child
where
/* %%JoinFKPK(%Child,:%Old,"="," and") */
%JoinFKPK(%Child,:%Old,"="," and");
□' □□□□□PARENT DELETE SET NULL□ /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT DELETE SET NULL */
update %Child
set
/* %%SetFK(%Child,NULL) */
%SetFK(%Child,NULL)
where
/* %%JoinFKPK(%Child,:%Old,"="," and") */
%JoinFKPK(%Child,:%Old,"="," and");
□' □□□□□CHILD INSERT RESTRICT□ /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD INSERT RESTRICT */
select count(*) into numrows
from %Parent
where
/* %%JoinFKPK(:%New,%Parent,"="," and") */
%JoinFKPK(:%New,%Parent,"="," and");
if (
/* %%NotNullFK(:%New," is not null and") */
%NotNullFK(:%New," is not null and")
numrows = 0
)
then
raise_application_error(
-20002,
'Cannot INSERT "%Child" because "%Parent" does not exist.'
);
end if;
□' □□□□□CHILD INSERT CASCADE□ /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD INSERT CASCADE */
insert into %Parent (%ParentPK("","))
select %ChildFK("",".)
from %Child
where
/* %%NotNullFK(:%New," is not null and") */
%NotNullFK(:%New," is not null and")
not exists (
select * from %Parent
where
/* %%JoinFKPK(:%New,%Parent,"="," and") */
%JoinFKPK(:%New,%Parent,"="," and")
);

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0'      0000000CHILD INSERT SETNULLp0 /* ERwin Builtin %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD INSERT SET NULL */
update %Child
set
/* %%SetFK(%Child,NULL) */
%SetFK(%Child,NULL)
where
not exists (
select * from %Parent
where
/* %%JoinFKPK(:%%New,%Parent,"="," and") */
%JoinFKPK(:%New,%Parent,"="," and")
) and
/* %%JoinPKPK(%Child,:%%New,"="," and") */
%JoinPKPK(%Child,:%New,"="," and");
0'      0000000CHILD UPDATE RESTRICT00 /* ERwin Builtin %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD UPDATE RESTRICT */
select count(*) into numrows
from %Parent
where
/* %%JoinFKPK(:%%New,%Parent,"="," and") */
%JoinFKPK(:%New,%Parent,"="," and");
if (
/* %%NotNullFK(:%%New," is not null and") */
%NotNullFK(:%New," is not null and")
numrows = 0
)
then
raise_application_error(
-20007,
'Cannot UPDATE "%Child" because "%Parent" does not exist.'
);
end if;
0'      0000000CHILD UPDATE CASCADE00 /* ERwin Builtin %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD UPDATE CASCADE */
insert into %Parent (%ParentPK(",:"))
select %ChildFK(",:")
from %Child
where
/* %%NotNullFK(:%%New," is not null and") */
%NotNullFK(:%New," is not null and");
not exists (
select * from %Parent
where
/* %%JoinFKPK(:%%New,%Parent,"="," and") */
%JoinFKPK(:%New,%Parent,"="," and")
);
0'      0000000CHILD UPDATE SETNULLp0 /* ERwin Builtin %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD UPDATE SET NULL */
update %Child
set
/* %%SetFK(%Child,NULL) */
%SetFK(%Child,NULL)
where
not exists (
select * from %Parent

```

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where
/* %%JoinFKPK(:%%New,%Parent,"="," and") */
/*JoinFKPK(:%New,%Parent,"="," and")
) and
/* %%JoinPKPK(%Child,:%%New,"="," and") */
/*JoinPKPK(%Child,:%New,"="," and");
0' 000000CHILD DELETE RESTRICT00 /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD DELETE RESTRICT */
select count(*) into numrows from %Parent
where
/* %%JoinFKPK(:%%Old,%Parent,"="," and") */
/*JoinFKPK(:%Old,%Parent,"="," and");
if (numrows > 0)
then
raise_application_error(
-20010,
'Cannot DELETE "%Child" because "%Parent" exists.'
);
end if;
000000CHILD DELETE CASCADE0 /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON CHILD DELETE CASCADE */
delete from %Parent
where
/* %%JoinFKPK(:%%Old,%Parent,"="," and") */
/*JoinFKPK(:%Old,%Parent,"="," and");
! 000000PARENT INSERT RESTRICT00 /* ERwin Built-in %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT INSERT RESTRICT */
select count(*) into numrows from %Child
where
/* %%JoinFKPK(%Child,:%%New,"="," and") */
/*JoinFKPK(%Child,:%New,"="," and");
if (numrows = 0)
then
raise_application_error(
-20011,
'Cannot INSERT "%Parent" because "%Child" does not.'
);
end if;
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UPDATE HEADER@create trigger t%1Action_%27TableName after %Action on %TableName for each
row
-- ERwin Built-in %Datetime
-- %Action trigger on %TableName
declare numrows INTEGER;
begin 000000
UPDATE FOOTER%-- ERwin Built-in %Datetime
end;
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} 000000
DELETE HEADER@create trigger t%1Action_%27TableName after %Action on %TableName for each
row
-- ERwin Built-in %Datetime
-- %Action trigger on %TableName
declare numrows INTEGER;
begin 000000
DELETE FOOTER%-- ERwin Built-in %Datetime

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end;
/
+*      000000
INSERT HEADER@create trigger t%1Action_%27TableName after %Action on %TableName for each
row
-- ERwin Builtin %Datetime
-- %Action trigger on %TableName
declare numrows INTEGER;
begin,* 000000
INSERT FOOTER%-- ERwin Builtin %Datetime
end;
/
-      000000CUSTOM TRIGGER HEADER create trigger %TriggerName
%Fire %Actions(" or ")
on %TableName
%RefClause
%Scope
:      000000CUSTOM TRIGGER FOOTER      000000CUSTOM TRIGGER FOOTER
000000CUSTOM TRIGGER DEFAULT BODY!@create trigger %TriggerName
%Fire %Actions(" or ")
on %TableName
%RefClause
%Scope
/* ERwin Builtin %Datetime */
/* default body for %TriggerName */
declare numrows INTEGER;
begin
%ForEachChildRel() {
%RelTemplate
}
%ForEachParentRel() {
%RelTemplate
}
end;
/
0*      000000PARENT UPDATE SET DEFAULT/* ERwin Builtin %Datetime */
/* %Parent %VerbPhrase %Child ON PARENT UPDATE SET DEFAULT */
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/* Application specific. Left out intentionally. */@      000000PARENT INSERT SET NULL/* ERwin Builtin

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ERwin Builtin %Datetime \*/

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/\* Application specific. Left out intentionally. \*/% 000000

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content\_name description  
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description/2  
producer\_id/2  
name/2 address1

address2  
 citystatezipphonephone\_2fax  
 description/3ad\_idname/3  
 description/4ad\_agency\_id/2  
 company\_idname/4  
 address1/2address2city  
 state!zip"phone#phone\_2\$fax%description&url"url(contact\_person\_id)  
 first\_name\*middle\_name+ last\_name,phone-phone\_2.fax/  
 cell\_phonepager1address12address23city4state5email6name7address18  
 address29city:state;zip<phone=phone\_2>fax?url@descriptionA  
 user\_idB  
 first\_nameC middle\_nameD last\_nameJzipL  
 address\_idM  
 address1N  
 address2O  
 cityP  
 stateQ  
 zipR  
 phoneS  
 phone\_2T  
 faxU work\_address\_idV genderWincome\_segment\_idXstarting\_incomeY  
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 DPO\_LAST\_NAMEA DPO\_EPP\_UDS  
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00000CHAR(0)0 00000
00000INTEGER00 00000A0user_id0 0000 0000Wd0.190income_segment_id0yy0yyyy
0000 0000Ld0.17
address_id0000yyy 0000 0000Bd
first_name0000 0000 0000Cd0middle_name0000 0000 0000Dd
last_name0000 0000 0000Ud0work_address_id0000 0000
0000Vd0gender0000 0000 0000000000000000
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00d0d000000PK00YES0 0000000IF1700NO 0000000IF1900NO
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00IF1900income_segment_id0ASC0000PROP
00PK0user_id0000PROP
00000000000000000000 0000
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VARCHAR2(255)i0 00000
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VARCHAR2(255)k0 00000
0000

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VARCHAR2(31) 000000  
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VARCHAR2(31)qq 00000  
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VARCHAR2(31)so 00000  
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VARCHAR2(255)w	00000
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VARCHAR2(127){	00000
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VARCHAR2(15) \* 000000 (0 contact\_person\_id 0000 0000) d  
 first\_name 0000 0000 0000 \* d middle\_name 0000 0000 0000 + d  
 last\_name 0000 0000 0000, d phone 0000 0000 0000 -  
 d phone\_2 0000 0000 0000, d fax 0000 0000 0000 / d  
 cell\_phone 0000 0000 0000 0 d pager 0000 0000 0000 1 d address1  
 0 0000 0000 02 d address2

0 0000 0000 03 d city 0000 0000 0000 4 d state

0 0000 00005d0email

0 0000 0000Jd0zip0000 0000 0000000000000000  
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000000000000PK00YES0 0000000000000000000000PK0contact\_person\_id000000PROP  
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 AD\_COMPANY  
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 VARCHAR2(255)000name0000M0 000000  
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 VARCHAR2(255)000address100 000000  
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 VARCHAR2(255)Q0 000000  
 0000  
 VARCHAR2(127)S0 000000  
 000000CHAR(1)U0 000000  
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VARCHAR2(31)Y0 00000  
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VARCHAR2(255)c 00000  
00000 FLOAT 000000  
company\_idyy 0000 0000(d0.120contact\_person\_idyyy

yyyy    0000 00000d0name/4yy000    0000 00000d  
 address1/2yy000    0000 00000d0address2yy000    0000 00000d0cityyy000    0000  
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**Resume of Trey F. Ratcliff**  
 Email: [trey@theratcliffs.com](mailto:trey@theratcliffs.com)  
 Address: 2717 Royal Troon, Plano, TX 75002  
 (972) 359-9547

Skills	
	Software - Java, Netscape Application Server, NetDynamics, Vision Jade, C, Powerbuilder, HTML, C++, SQL
	OS - Windows NT 4.0, Windows 95/98, HP-UX
	Other - OOAD, UML, Rational Unified Process, Client/Server, Team Lead

Work Experience	
03/1999 to Present	Tactica Technology Group - Project at Texas Utilities (TXU) in Dallas, TX
	<b>Framework Architect / Application Team Lead</b>
	<p>The purpose of the internet strategy implementation at TXU was to both create an internet framework and establish the methodologies that surround the internet application creation process.</p> <p>Mr. Ratcliff served in several capacities at TXU. First, he customized an existing James Martin &amp; Company methodology which was outdated and not applicable to internet development. The new methodology was more similar to the Rational Unified Process, but customized for the development tools that were being used at TXU. Second, Mr. Ratcliff also participated in the selection of an application server to be used as the backbone for all future TXU internet development. Lastly, Mr. Ratcliff also led a development effort to build a web front end to an legacy procurement system that existed in CICS.</p>
09/1998 to 03/1999	Tactica Technology Group - Project at Level 3 Communications in Boulder, CO
	<b>Application Team Lead</b>
	<p>The purpose of the application at Level 3 was to create a web-based customer service system that allowed people to create and maintain their phone and internet service.</p> <p>Mr. Ratcliff led in the design and development of an application based on the Netscape Application Server (formerly KIVA) which used 100% pure Java business logic on the server side. After seeing the first phase of the project all the way through implementation, Mr. Ratcliff used UML to perform the analysis and design of a web-based trouble ticket system.</p> <p>A press release that describes the accomplishments of the project can be found at <a href="http://www.level3.com/CompanyNews/may1099_custserv.html">http://www.level3.com/CompanyNews/may1099_custserv.html</a></p>
06/1998 to 09/1998	Tactica Technology Group - Project at i2 Technologies in Dallas, TX
	<b>Framework Architect</b>
	<p>The goal of the project at i2 was to create a custom Java-based architecture for multiple applications to utilize.</p> <p>The custom Java application server was used to develop a series of Java applications which relied on a rich GUI architecture connecting to databases via CORBA and customized server-side engines. Mr. Ratcliff also assisted with the creation of a consistent and repeatable testing methodology that would be used throughout i2 for the testing of all software.</p>

06/1997 to 06/1998	Andersen Consulting - Project at Health Alliance Plan in Detroit, MI
	<b>Development Team Manager / Application Designer</b>
	<p>The goal of the application at Health Alliance Plan was to create an internet based referral system.</p> <p>Mr. Ratcliff led the design and development team in the implementation of a cutting-edge internet application. The technical architecture was comprised of an internet browser connecting through the HAP firewall to a Netscape Enterprise server, making Java-based requests on a NetDynamics application server, then retrieving its data from an Oracle database.</p>
05/1995 to 06/1997	Andersen Consulting - Project at CNN in Atlanta, GA
	<b>Client Team Lead / Application Designer / Lead Developer</b>
	<p>The goal of the application at CNN was to create an automated commercial selling and scheduling system.</p> <p>Mr. Ratcliff's experience at CNN focussed on three main roles. First, his main role on the Technical Architecture team was that of Client Architecture Lead. Mr. Ratcliff designed the client architecture based on the fundamentals of object oriented design. The design he implemented was used by over 50 client developers who built an application with 500+ windows. An application of this magnitude required an extremely flexible and reusable architecture. Mr. Ratcliff orchestrated an optimal object-oriented approach to incorporate a strategic mix of inheritance and encapsulation. For example, a rich inheritance structure would have made the windows extremely powerful, but they could also carry an unnecessary amount of bulk. In cases when on-demand functionality was needed, Mr. Ratcliff designed non-visual objects which could be instantiated at run-time. This service-based architecture maximized the theories of business functionality reuse, while still keeping the client side lean and unburdened. His extensive experience with o-o design enabled him to lead all of the design reviews for each of the applications.</p> <p>Mr. Ratcliff's secondary role was that of resident Webmaster for the project intranet. In its initial state, the intranet was no more than a collection of technical reference documents created in raw HTML. Later, after more tools became available to help massive document maintenance, Mr. Ratcliff began to use Netscape Gold until the entire intranet was finally converted to Microsoft FrontPage format. Maintenance of the intranet became quite a task with over twenty developers making changes to an ever-changing web structure. As time went on the intranet contained several items, including high-level design documents, window specifications, database change request forms, GUI standards, C coding standards, etc. Mr. Ratcliff implemented a definitive set of standards and practices to keep the intranet organized and maintainable.</p> <p>The third role in which Mr. Ratcliff served is that of application team lead. One of the many applications was called "Ratecard." Essentially, the purpose of the Ratecard application was to show detailed information for any given program which would run on CNN, TNT, TBS, etc. This information could contain demographic information, the days and times when it runs, the price of an advertisement during that program, and so on. Mr. Ratcliff, who led a team of four developers, used his object-oriented skills to design the application and see it through to completion. Mr. Ratcliff was also seen on the project as the usability expert. He would perform GUI reviews for all of the windows and led several usability meetings.</p>



05/1993 to 05/1995	The Computer Tutor - Dallas, TX
	<b>Independent Contractor</b>
	While attending SMU, Mr. Ratcliff started own consulting company. Specialized in custom C coding for various businesses in the Dallas area. Different clients had distinct requirements, including wiring and administering LANs, purchasing and setting up 5 GPS enabled laptops for executives, training a group of secretaries on the how to use Word, designing custom web pages, etc.
01/1991 to 05/1993	Johnson Yokogawa - Dallas, TX
	<b>Testing Engineer</b>
	As part of the Southern Methodist University computer engineering internship, 2.5 years were spent on various operations surrounding a control system for a nuclear power plant. Much of the time was spent developing testing scripts and performing other QA.

<b>Education</b>		
05/1995	<b>B. S. in Computer Science</b> Minors in Math and Public Relations	Southern Methodist University Dallas, TX

<b>Other Activities</b>		
Internet Gaming League	<p>Mr. Ratcliff enjoys spending his spare time as commissioner of an internet-based league. His league includes over 1000 people from all over the world. The league is based on the popular game, Quake. The exact name for the league is the QWHPCL (QuakeWorld High-Ping Capture League). All league matches are played on dedicated servers, all over the world, which requires all league members to have TCP/IP connections to the internet. The "High-Ping" portion means that the league is only open to those that dial up via a modem, since their packets usually have to bounce through about six different IPs before they reach the server. This slow connection usually results in a 200-300 millisecond ping (as opposed to people who connect over a T-1 who have a 20-40 ms ping).</p> <p>The league itself is run by a team of people whom Mr. Ratcliff oversees. The web page has continually dynamic content which about 6 people are continually changing with over 30 sets of match results and statistics flowing into the league headquarters on a weekly basis. Mr. Ratcliff oversees the whole operation remotely. His team of officials has been extremely successful in their effort and have been featured in a recent Wall Street Journal article.</p>	
Author of QFig	A popular C++ Modification for an Internet game which has been downloaded at least 35,000 times.	
Other Activities	Soccer, flag football, jogging, pottery, and Ayn Rand	

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